

# Leadership Mastery: Strategies for Excellence



## Course Description

This principle-centered, results-oriented leadership workshop actively engages individuals, both personally and professionally, to take charge of their lives at a higher level while being of service to their organizations. This participative, **three-day** leadership development process balances the human element with the bottom line, promotes personal accountability, and encourages leaders to start “within” to make a positive difference. Since leaders convert dreams into reality, this approach emphasizes the interrelationships between individuals, teams and the organization as a whole. By linking individual with organizational vision and values, a spirit of partnership develops, creating an empowered organization.

## Learning Objectives

The Leadership Mastery: Strategies for Excellence workshop will address the following outcomes:

- Shape the organizational culture by strengthening understanding of and commitment to the organizational mission, vision, and values;
- Enhance trust, partnership and open communications among leadership and staff;
- Reinforce an organizational environment which promotes excellence, both individually and organizationally;
- Create an open problem-solving climate where issues are confronted and differences clarified;
- Enable individual strengths to be utilized most effectively;
- Move from competition to collaboration between individuals and groups;
- Encourage individuals to take more accountability for themselves and for the success of the organization;
- Encourage a positive atmosphere of self-assessment and renewal, and facilitate change when and where appropriate; and
- Develop internal mechanisms, skills and systems to assist in making a long-term, positive difference.

## Professional Qualifications



Experience counts in dealing with organizational and individual growth and development. **Dr. Eric Allenbaugh** has had two professional careers: 12 years in hospital administration and more than 16 years as a national organization development consultant.

Eric's doctorate, earned from the University of Oregon in 1981, and post doctorate training continues to focus on leadership, organization development, personal mastery, applied psychology, and organizational behavior.

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## Leadership that Shapes the Future

### Course Description

We will focus on developing a comprehensive leadership philosophy, conduct an assessment and gap analysis of your organizational culture, participate in a complex simulation that focuses on strategic and contingency planning, goal setting, and teamwork, address employee empowerment, and receive personalized feedback concerning your decision-making and problem-solving tendencies. At the heart of this program is the opportunity for you to gain an in-depth understanding about your strengths and weaknesses as a leader.

### Learning Objectives

This **three-day** workshop is designed to provide participants with the knowledge and skills needed to create and sustain a collaborative, achievement-oriented culture. It provides information about leadership skills and competencies and how they tie in with leadership processes. Upon completing this course, participants will:

- Be able to develop and communicate a vision statement designed to keep their organization and staff focused on its clearly defined purpose. Participants will understand the obligation and relevance of integrating their organization's mission, values/core principles, vision, and strategies into a cohesive process that will guide decision making at all levels.
- Understand and describe the role of leadership in creating and sustaining effective teams. This program will help managers gain a deeper understanding of their personal and professional responsibilities by exploring the challenges and obligations of leadership within state government.
- Develop the skills and competencies necessary to create and sustain effective teams and integrate diverse roles and responsibilities through dynamic teamwork. Participants will also gain the insights necessary to effectively empower those who work with them.
- Understand the integration of effective leadership and decision making. Participants will gain a better understanding of the factors that influence decision-making effectiveness and will be able to analyze the factors that influence employee participation. Additionally, participants will gain a deeper understanding of the dynamics of group problem solving as it relates to effective decision making.
- Gain the insights and perspectives to stimulate growth by building an ongoing professional development plan.

### Professional Qualifications



*Dr. Patrick Bettin* is an internationally known and respected consultant, researcher, and educator in the field of leadership and management development. His efforts focus on creating and sustaining organizational effectiveness by enhancing the performance of leaders and managers. As an organizational psychologist, his areas of expertise include leadership and management development, the creation of effective teamwork, small group cohesion, organizational culture, commitment, and individual motivation.

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# Management Excellence Through Assessment (META) 360° Feedback Session



## Course Description

***SELF-DISCOVERY IS THE FIRST STEP TOWARD MANAGEMENT EXCELLENCE.*** This **two half-day** course (afternoon the first day, morning the second day) uses the Management Excellence Through Assessment 360° (META 360°) instrument. This course is designed to help managers in discovering their strengths and developmental needs. In every field of endeavor we are witnessing technological and economic revolutions. You as a manager are faced with the challenges of rightsizing, accountability, and ethical dilemmas. Time honored conventions of management practices are shifting. What worked well for you in the past may not garner the same results in your work world of changing demographics today. Change is the only constant that you can count on. Those managers wanting to stay ahead of the current trends or wanting to gain personal insights in their work behavior will find this course invaluable. Discover your management strengths and developmental needs by using the META 360° instrument.

## Learning Objectives

- Understand how the 12 competency areas relate to critical knowledge, skills, and abilities.
- Recognize areas of management strength and developmental need as it relates to what is required of your current position; as well as how your behavior impacts those you work with.
- Develop a framework around developmental action planning.
- Understand the importance of opening the lines of communication between yourself and those around you.

## Professional Qualifications



**Mike Dunstan** is the Program Manager of the META 360° Program with the Department of Personnel. He is a Vietnam Veteran and served over 20 years in the U.S. Army. The majority of that time he worked as a recruiter, career counselor, training advisor, and performance evaluation specialist. He has been working with the Department of Personnel since 1987. His experience with the department includes working with the Employee Development & Training Program, the Career Executive Program, and now the Washington Management Education & Development Services

office. He has earned his A.A. degree from Pierce College. He has also served on the Board of Director's and as the Planner Vice-President of the Society of Government Meeting Professionals, Pacific Northwest Chapter.

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## Managing Organizational Change

### Course Description

How can managers cope when it seems “*Change is the only constant*”? With the increasing pace and range of change, managers need to understand the change process and its impact upon themselves, their staff, the work group and the organization. In this **two-day** session, participants learn to identify their own behaviors and those of their work group at each phase in the natural **cycle** of denial, resistance, exploration and commitment. They strategize the best ways to present change and build motivation and support—and maximize the opportunities.

Most class time is spent in *participatory* activities such as brainstorming, assessments and simulations. Emphasis is given to application of skills to the participant’s own staff so managers return to the workplace equipped with a toolbox of techniques to create readiness for change and strategies for navigating the rough waters ahead.

### Learning Objectives

- Identify the behaviors, values and dangers of each stage in the natural cycle of the change process (denial, resistance, exploration and commitment); learn how to facilitate movement through them, and how to avoid getting stuck.
- Develop coping strategies for dealing with the increased stress that change brings.
- Strategize the best ways to present change and build motivation and support within the work team, as well as ways to handle special needs such as survivors of downsizing.
- Understand how individuals at varying levels of the organization are impacted by change differently, e.g., upper management vs. mid level vs. the trenches.

### Professional Qualifications



**Susan Partnow, M.A.**, of **Partnow Communication Workshops**, is a training and organizational consultant and coach with more than 20 years of experience. She specializes in speaking skills, self management of stress and time, customer service, change and meeting management, along with people skills that enhance team work and productivity. Susan plans retreats, mediates, provides interventions for work groups in distress, and facilitates meetings. Clients such as the City of Seattle, Department of Transportation, Microsoft, SeaFirst, Harborview, University of Washington and US

West appreciate her ability to tune in to their needs and approach problems with sensitivity, humor and warmth. Managers, CEOs and professionals who have attended her workshops report positive, lasting results in improved morale, productivity and team relationships.

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# Meeting Management

## Course Description

This is a **two-day** workshop which teaches proven techniques for managing effective meetings. We developed the course to assist managers in improving facilitation and leadership skills which can be adapted to the many types of meetings a manager may encounter. These include: informational meetings, conflict resolution and negotiations, problem-solving meetings, public forums, and teambuilding or partnering. Anticipating the type of meeting will help the facilitator better be able to determine appropriate strategies and prevent potential problems. The course will include an extensive discussion on how a group develops and evolves over time; and how the manager can lead a team through a lengthy project to a successful conclusion.

## Learning Objectives

- Learn and practice the skills to effectively manage the different types of meetings that can be encountered in the public and government environment.
- Learn how to identify different types of meetings and determine the appropriate role of the facilitator. Small group “hands-on” exercises will explore typologies of facilitation and leadership behaviors and how to adapt different leadership styles to different groups.
- Understand why many meetings are ineffective and how to prepare for effective meetings. Participants will learn how to encourage participation, to adapt to difficult behaviors, and to deal with disruptive attendees.

## Professional Qualifications

*Communication Resources* built its reputation on its expertise in helping professionals improve their communication and management skills. Both Meg Winch and Todd Jamieson have superior academic credentials combined with extensive practical experience.



**Margaret (Meg) Winch** holds a Master's degree in Organizational Communication with emphasis in Small Group Dynamics and Research Methodology from Purdue University. She has also completed doctoral course work at the University of Washington. Meg specializes in communication for technical managers in the areas of interpersonal skills, facilitation, leadership, research analysis, and teambuilding. She has worked with professionals nationally and has taught on the university level.

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**Todd Jamieson** earned his Master of Fine Arts degree in Acting from the University of Washington. A professional actor and director, he has appeared in numerous plays and films in both leading and supporting roles. At our firm, he specializes in training and coaching; using his director experience to draw out the leadership qualities of each individual within a team of professionals. In 1995, Todd co-developed a course in meeting facilitation and trained a network of 25 facilitators to improve productivity for the King County Surface Water Management Division.



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## Meeting Management

### Course Description

Public meetings are a vital part of the democratic process. Managing them requires a high level of skill and professionalism, especially in the face of the growing level of sophistication and diversity of the public. This course provides managers with an understanding of group processes and behaviors, along with a variety of tools and techniques to manage meetings effectively.

A highly *participatory* process is utilized in this **two-day** session, including role playing, brainstorming, mock meetings, work sheets, and small break-out groups in a safe and supportive environment. The issues are tailored to the realities of managers in the state setting.

### Learning Objectives

- Develop a range of approaches and structures for public meetings, including group discussion, panel presentations, testimony, hearings, consensus building, etc.
- Learn how to handle public relations, from the demands of publicizing a meeting to dealing with the media.
- Develop skills to increase participation and stimulate discussion, brainstorming and problem solving, to enhance constructive discussion, avoid inflammatory grandstanding and eliminate fear-based silence or passivity.
- Practice techniques for handling difficult people and managing conflict.
- Enhance confidence and poise and improve presentations skills as a meeting facilitator.
- Problem solve individual agency challenges with colleagues from other state agencies.

### Professional Qualifications



*Susan Partnow, M.A., of Partnow Communication Workshops, is a training and organizational consultant and coach with more than 20 years of experience. She specializes in speaking skills, self management of stress and time, customer service, change and meeting management, along with people skills that enhance team work and productivity. Susan plans retreats, mediates, provides interventions for work groups in distress, and facilitates meetings. Clients such as the City of Seattle, Department of Transportation, Microsoft, SeaFirst, Harborview, University of Washington and US West appreciate her ability to tune in to their needs and approach problems with sensitivity, humor and warmth. Managers, CEOs and professionals who have attended her workshops report positive, lasting results in improved morale, productivity and team relationships.*

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